



# MARYLAND DEPARTMENT OF JUVENILE JUSTICE

## SECRETARY'S DIRECTIVE

**OPI:** Office of Community Resource Development  
**NUMBER:** SD E4710-02-02  
**EFFECTIVE DATE:** 10/03/02  
**SUBJECT:** Employee Recognition and Innovation Program Policy

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1. **PURPOSE AND SCOPE.** The Department of Juvenile Justice (DJJ) Secretary establishes this Employee Recognition and Innovation Program Policy Directive to set forth standard procedures and departmental guidelines for DJJ Executive/Administrative Staff, Area Directors, Superintendents, Directors and Program Managers to follow when recommending an employee for an award.
2. **POLICY.** It is the Department of Juvenile Justice Policy that the Department implements and maintains an Employee Recognition and Innovation Program to recognize employees for outstanding contributions, accomplishments, completion of special task, exemplary public service, longevity, and innovative ideas. Employee Recognition Programs shall be developed to encourage and reward employees who make contributions to help the Department achieve its mission.
3. **PROGRAM OBJECTIVES.** The objectives of this policy are that DJJ:
  - a. Provides staff criteria and eligibility upon which recognition decisions shall be based;
  - b. Establishes a process for recognizing employees;
  - c. Identifies the person(s) responsible for selecting recipients;
  - d. Gives extra distinction to employees who have ten (10) or more years of service;
  - e. Publicly acknowledges employees to establish them as role models for their colleagues;
  - f. Gives accolades to employees who develop and implement innovative ways to improve the effectiveness, efficiency or financial aspects of departmental programs or processes; and
  - g. Provides a process for employees to make suggestions for improving their work units, work processes, divisions, DJJ or the State.
4. **AUTHORITY.**
  - a. Annotated Code of Maryland, State Personnel and Pensions, Article, §§201-208.
  - b. Annotated Code of Maryland, Article 83C, §2-102 and §2-104.
  - c. COMAR 17.04.10.05; 17.04.11.17C.
5. **DEFINITIONS.**
  - a. *Administrative Leave* means paid leave authorized by the Secretary to be taken

any time within one (1) year from the date authorized. Leave shall be taken in accordance with workload and crucial work requirements.

- b. *Area//Facility Event Coordinator* means an individual designated by the Area Director or Superintendent to coordinate the Employee Recognition Event for his/her area or facility.
- c. *Certificate of Appreciation* means a certificate awarded annually or when deemed appropriate by the head of an operational division, subdivision, or staff division to an employee, who meets the criteria established in this directive, for completion of a special task or outstanding contribution in his/her area of responsibility.
- d. *Departmental Employee of the Year Award* means an award given annually to one (1) DJJ Employee of the Year Nominee for demonstrating the extra effort required for excellence.
- e. *Drew Watt Award* means an award that DJJ presents annually to one (1) Community Justice Manager or Supervisor for exemplifying the spirit of Drew Watt who was committed, compassionate and an advocate for troubled youth and their families.
- f. *Employee* means an individual who is permanent or contractual employed by the Department of Juvenile Justice for wages or salary in a position below the executive level.
- g. *Employee of the Year Award* means an award that DJJ presents annually to one (1) employee from each area, facility, unit, program or service as recommended by the head of the division for outstanding service. This employee will then become a nominee for the Departmental Employee of the Year Award.
- h. *Employee Recognition Event* means an Employee Awards Ceremony.
- i. *Exceptional Merit Innovation Award* means an award DJJ presents annually or when deemed appropriate to employees for suggestions with exceptional merit for quality improvement in service delivery, monetary savings and other significant benefits in time, cost or efficiency to the Department or the State.
- j. *Incentive and Innovation Award* means a recognition award that DJJ presents annually or when deemed appropriate to an employee for suggestions for quality improvement in service delivery, monetary savings and other significant benefits in time, cost or efficiency to the Department or the State.
- k. *Innovative Idea* means a suggestion or invention for quality improvement in service delivery, monetary savings, and significant benefits in time, cost or efficiency.
- l. *James Guttridge Memorial Award* means an award that DJJ presents annually to an outstanding residential/institutional direct care employee for demonstrating superior ability in providing care and services to youth while contributing significantly to the total youth service delivery process.
- m. *Nominator* means an Executive/Administrative Staff, Area Director, Superintendent, or Program Manager/Director.
- n. *Operational Division* means the division which the employee is assigned. The four operational divisions currently used within DJJ are: the Office of the Secretary, Departmental Support, Restorative Justice Operations, and the Office of Professional Responsibility and Accountability. The Restorative Justice Operations has three subdivisions - Admissions, Community Justice and Residential Services.

- o. *Secretary's Citation* means an award that DJJ presents annually or when warranted to an employee for an outstanding contribution to the quality of life for youth and their families.
- p. *Service Award* means an award sponsored by the Department of Budget and Management that recognizes employees who have completed ten (10) years in State service and for each five (5) year increment thereafter.
- q. *Staff Division* means a unit, program, or service headed by a Program Manager, Director, Superintendent or Area Director.

## 6. **ACTION REQUIRED.**

### a. **General Provisions.**

Only Executive/Administrative Staff, Area Directors, Superintendents, Directors or Program Managers may submit an *Employee Recognition Nomination Form (Appendix 1)* for an award.

### b. **Award Categories.** The Department may issue the following awards to an employee who meets the criteria outlined in 6.c.:

- (1) Certificate of Appreciation;
- (2) Departmental Employee of the Year Award;
- (3) Drew Watt Award;
- (4) Employee of the Year Award;
- (5) Exceptional Merit Innovation Award;
- (6) Incentive and Innovation Award;
- (7) James Gutridge Memorial Award; and
- (8) Secretary's Citation.

### c. **Eligibility and Criteria for Awards.**

#### (1) **Certificate of Appreciation.** DJJ may present a Certificate of Appreciation to a DJJ permanent or contractual employee who:

- (i) Completes a special task; or
- (ii) Makes an outstanding contribution in his/her area of responsibility.

#### (2) **Departmental Employee of the Year.** DJJ may present a Departmental Employee of the Year Award to permanent or contractual employees who:

- (i) Possess at least two (2) full years of service;
- (ii) Receive an end-of-cycle performance evaluation which exceeds standards or above for the previous two (2) years and have not received disciplinary actions in their personnel file for the previous twenty-four (24) months; and
- (iii) Contribute overall to positive improvements within their area(s) of responsibility through such actions as:

- (a) Providing exceptional services to clients or other staff members;
- (b) Improving systematic operations;
- (c) Working consistently above and beyond the essential duties of his/her position; or
- (d) Making innovative/outstanding contributions to improve the work environment.

**(3) Drew Watt Award.** DJJ may present a Drew Watt Award to a Community Justice Manager or Supervisor who:

- (i) Has meet standards or above on all their end-of-cycle performance evaluations as a Manager or Supervisor;
- (ii) Demonstrates such actions as:
  - (a) Commitment and compassion for serving youth and their families;
  - (b) Superior community representation on behalf of DJJ;
  - (c) Exceptional management and supervision to employees that assist in their growth, development and knowledge of Juvenile Justice; and
  - (d) Exemplary management and supervisory skills that assure work is done effectively and efficiently.

**(4) Employee of the Year.** DJJ may present an Employee of the Year Award to permanent or contractual employees who:

- (i) Possess at least two (2) full years of service;
- (ii) Receive an end-of-cycle performance evaluation which exceeds standards or above for the previous two (2) years and have not received disciplinary actions in their personnel file for the previous twenty-four (24) months; and
- (iii) Contribute overall to positive improvements within their area(s) of responsibility through such actions as:
  - (a) Providing exceptional services to clients or other staff members;
  - (b) Improving systematic operations;
  - (c) Working consistently above and beyond the essential duties of his/her position; or
  - (d) Making innovative/outstanding contributions to improve the work environment.

**(5) Exceptional Merit Innovation Award.** DJJ may present an Exceptional Merit Innovation Award to permanent or contractual employees who make an innovative idea or suggestion that results in:

- (i) Monetary savings to the Department or the State;
- (ii) Increased revenue to the Department or the State;
- (iii) Significant improved quality of services delivered to the public; or

- (iv) Significant benefits in time, cost or efficiency to the Department or the State.

(6) **The James Guttridge Memorial Award.** This award is in the form of an individual plaque and name listed on a continuous plaque (listing all previous award recipients in successive years) which shall be displayed in the DJJ Headquarters building. DJJ may present the James Guttridge Memorial Award to a DJJ Residential/Institutional Direct Care Employee who:

- (i) Sustained excellent performance over a period of two or more years (This criterion emphasizes sustained performance rather than dramatic one time contributions.);
- (ii) Performed a direct care performance of distinct character involving a new or unique method of providing services to youth; or
- (iii) Performed a special service in the public interest that is related to:
  - (a) Direct care in some manner and is over and above normal position requirements; or
  - (b) Special and unusual contributions to the field of direct care services.

(7) **Service Award.** A certificate, plaque and memento may accompany this award. DJJ may present a Service Award to a permanent DJJ employee with:

- (i) Ten (10) or more years of State Service; and
- (ii) Continuous uninterrupted State Service at five (5) year intervals after ten (10) years.

(8) **Secretary's Citation.** DJJ may present a Secretary's Citation to a permanent DJJ employee who:

- (i) Completes at least one (1) full year of service;
- (ii) Receives an end-of-cycle performance evaluation that meets standards or above for the previous year and has not received any disciplinary actions in their personnel file for the previous twelve (12) months; and
- (iii) Makes an exceptional and outstanding contribution to the quality of life for youth and their families through such actions as:
  - (a) Developing designing or implementing an event, action, program, or service that has a positive impact and promulgates the restorative justice philosophy;
  - (b) Performing a heroic deed; or
  - (c) Developing a cost savings program or process.

**d. Procedures for Awards.**

- (1) An employee may be nominated for all awards except the Service Awards.
- (2) Each nomination shall be received at least thirty (30) days prior to the Employee Recognition Ceremony; worded clearly and show compliance with the award criteria. Vague, unintelligible, and late nomination submissions will not be accepted.
- (3) Each award shall be for achievements earned within the previous calendar year of the Employee Recognition Event. An Employee Recognition Event will be held by each operational division, and subdivision of the Department by **September** of each year. The event shall be held during an extended lunch period, not to exceed two (2) hours; at night; or on the weekends. The site of the Employee Recognition Event shall be approved by the Office of Community Resource and Development (OCD).
- (4) The nominator shall submit the Employee Recognition Nomination Form to OCD.
- (5) OCD upon receipt of the form shall:
  - (i) Log in the nomination by date received;
  - (ii) Review the nomination for completion and compliance to the basic criteria; and
  - (iii) Forward the Employee Recognition Nomination Form to the designated Assistant Secretary or Deputy Secretary.
- (6) The designated Assistant Secretary or Deputy Secretary shall, if approved, send the Employee Recognition Nomination Form back to OCD for the certificate, plaque or memento to be prepared.
- (7) The OCD Event Coordinator shall work with the designated Subdivision Coordinator in the planning, cost and completion of the event.
- (8) The Area/Facility Event Coordinator shall submit an ***Event Proposal Form (Appendix 2)*** to OCD one (1) month prior to the event.

**e. Procedures for submitting suggestions for the Employee Innovative Program:**

- (1) The employee shall submit to the Director of OCD suggestions for innovations and improvements with a ***Suggestion Cover Form (Appendix 3)***, a suggestion packet that may include charts, graphs, operational procedures, statistics, and a narrative that discusses how the suggestion meets the Exceptional Merit Innovation Award criteria.
- (2) Employees shall be recognized for an achievement earned within the previous calendar year of the Employee Recognition Event.

- (3) The Director of OCRD shall:
  - (i) Acknowledge receipt of suggestions within five (5) working days;
  - (ii) Assign a reference number and log suggestion packet; and
  - (iii) Screen suggestions and forward them to the appropriate unit within five (5) days for evaluation of merit.
- (4) The evaluator shall submit a written report and recommendation to OCRD within ten (10) working days.
- (5) OCRD shall issue a full explanation to the suggesting employee if the suggestion is not adopted.
- (6) OCRD shall forward the suggestion for exceptional merit to the Chief of Staff for approval if the suggestion is approved.
- (7) OCRD shall render a decision regarding an Exceptional Merit Innovation Award within sixty (60) days of receipt of a Suggestion Cover Form.
- (8) DJJ shall implement, where appropriate, an approved Exceptional Merit Innovation Suggestion.
- (9) The suggestion shall be recognized at the Headquarters Employee Recognition Event.
- (10) The Office of the Secretary shall determine and authorize cash and/or administrative leave.
- (11) OCRD shall forward a copy of each certificate and award to the Office of Personnel Management for inclusion in the employee's official personnel record.

**f. Responsibilities.**

- (1) **The Office of Departmental Support.** The Office of Departmental Support shall submit nominations to the OCRD by the **30<sup>th</sup> of September**.
- (2) **The Office of Professional Responsibility and Accountability (OPRA).** OPRA shall submit nominations to the OCRD by the **30<sup>th</sup> of September**.
- (3) **Restorative Justice Operations/subdivisions shall:**
  - (i) Hold their Employee Recognition Event each year by the **30<sup>th</sup> of September**; and
  - (ii) Plan and implement the Awards Ceremonies in collaboration with the Area Director, Facility Superintendent(s), Program

Manager(s), and the Community Detention and Transportation Units located in that geographical area.

**(4) The Office of Personnel Management shall:**

- (i) Provide a list of service award recipients to the subdivision's Event Coordinator;
- (ii) Report incentives, monetary awards or Administrative Leave to the Department of Budget and Management; and
- (iii) Submit the Incentive and Innovative Ideas Report to the Office of Personnel Services and Benefits by **October 1<sup>st</sup>**.

**(5) OCRD shall:**

- (i) Plan in collaboration with the heads of DJJ operational divisions and the subdivisions of Restorative Justice Operations the Headquarters Employee Recognition Event to be held in **November** of each year;
- (ii) Include in the Headquarters Employee Recognition Event the recipient of the Departmental Employee of the Year Award, the Employee of the Year Nominees from each operational division and subdivision of Restorative Justice Operations, the Drew Watt Award Recipient, the James Gutridge Memorial Award Recipient, and any employee(s) who will receive the Exceptional Merit Innovation Award(s); and.
- (iii) Submit the Incentive and Innovative Ideas Report to the Office of Personnel Management by **September 30<sup>th</sup>**.

**(6) The Secretary** shall determine and authorize cash and/or Administrative Leave as appropriate.



**7. EFFECTIVE DATE.**

This directive is effective on 10/3/02 and shall remain in effect until rescinded by the Secretary.

**8. DIRECTIVES/POLICIES AFFECTED.**

- a. Directives/Policies Rescinded - **01.03.21 (Guthridge Memorial Award Policy)**  
**01.03.29 (Employee Recognition Program)**  
**01.03.32 (Employee Suggestion Program)**
- b. Directives/Policies Referenced - **(None)**

**9. FAILURE TO COMPLY.**

Failure to obey a Secretary's Directive and/or policy issued with this document shall be grounds for disciplinary action up to and including termination of employment.



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Bishop L. Robinson  
Secretary

**Appendixes - 3**

1. Nomination Form
2. Event Proposal Form
3. Suggestion Cover Form

**EMPLOYEE RECOGNITION NOMINATION FORM**

In keeping with the Employee Recognition and Innovation Program Policy, please complete the following form and return to the Office of Community Resource Development **two months prior to your employee recognition event.**

**Reminder:** Employees are to be recognized for duties rendered the calendar year prior to the year of the event. **Only one form per employee.**

Nominator: \_\_\_\_\_ Title: \_\_\_\_\_  
(Only Executive/Administrative Staff, Area Director, Superintendent, Program Manager/Director may nominate)

Location/Area: \_\_\_\_\_ Office: \_\_\_\_\_ Telephone: \_\_\_\_\_

Employee: \_\_\_\_\_ Title: \_\_\_\_\_

Location: \_\_\_\_\_ Telephone: \_\_\_\_\_

Check the award for nomination:

- |   |   |
|---|---|
| <input type="checkbox"/> Employee of the Year | <input type="checkbox"/> Certification of Appreciation      |
| <input type="checkbox"/> Secretary's Citation | <input type="checkbox"/> Drew Watt Award                    |
|   | <input type="checkbox"/> The James Guthridge Memorial Award |

Name of Person Submitting Form: \_\_\_\_\_

Nominator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

In **80 words or less**, provide a brief, typed description of **justification** of the award for this employee **as per award criteria**. Only typed nominations will be accepted. The description is to be **typed**, as it is to appear on the award.

Please return form (Faxed, mailed or hand delivered\*\* NO E-MAILS) two (2) months prior to your Employee Recognition Event to the Administrative Assistant for the Office of Community Resource Development at DJS Headquarters. Fax Number (410) 333 - 4189

**Routing Slip**

OCR D received date: \_\_\_\_\_ Initials: \_\_\_\_\_

Reviewed by OCR D Statewide Event Coordinator Date: \_\_\_\_\_

Forwarded to Deputy Secretary/Secretary's Designee's Office Date: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Deputy Secretary Residential Services: Approved: \_\_\_\_\_ Disapproved: \_\_\_\_\_ Date: \_\_\_\_\_

Deputy Secretary Community Justice: Approved: \_\_\_\_\_ Disapproved: \_\_\_\_\_ Date: \_\_\_\_\_

Deputy Secretary Departmental Support: Approved: \_\_\_\_\_ Disapproved: \_\_\_\_\_ Date: \_\_\_\_\_

Returned to OCR D: Date \_\_\_\_\_ Initials: \_\_\_\_\_

OCR D returned to Nominator (if disapproved) Initials: \_\_\_\_\_ Date: \_\_\_\_\_

Re-submitted by Nominator to OCR D: Date: \_\_\_\_\_ Initials: \_\_\_\_\_

Deputy Secretary Residential Services: Approved: \_\_\_\_\_ Disapproved: \_\_\_\_\_ Date: \_\_\_\_\_

Deputy Secretary Community Justice: Approved: \_\_\_\_\_ Disapproved: \_\_\_\_\_ Date: \_\_\_\_\_

Deputy Secretary Departmental Support: Approved: \_\_\_\_\_ Disapproved: \_\_\_\_\_ Date: \_\_\_\_\_

Certificate/Award completed by OCR D Adm. Assistant Date: \_\_\_\_\_

## EVENT PROPOSAL FORM

**AREA:** \_\_\_\_\_ **Event Coordinator:** \_\_\_\_\_

Proposed Date: \_\_\_\_\_ Time: \_\_\_\_\_ Location: \_\_\_\_\_

Agenda Outline:

Cost for decorations: \_\_\_\_\_

Cost for refreshments: \_\_\_\_\_

Cost for location: \_\_\_\_\_

Total Expenses: \_\_\_\_\_ P.O: \_\_\_\_\_ Check: \_\_\_\_\_ Credit Card: \_\_\_\_\_

Payment Needed by Date: \_\_\_\_\_

Payable to: \_\_\_\_\_

Attach invoice and receipts for decorations

Names of Award Recipients: \_\_\_\_\_

Number of Guests (include award recipients and three people from HQ) \_\_\_\_\_

Guest sign-in sheet must be submitted to the OCRD Administrative Assistant no later than three (3) business days following the event.

Date Received OCRD: \_\_\_\_\_

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### **FOR OCRD USE ONLY**

OCRD Staff Attending: \_\_\_\_\_

Secretary Attending: Yes \_\_\_\_\_ No \_\_\_\_\_

Deputy Secretary Attending: \_\_\_\_\_

Other HQ Staff Attending: \_\_\_\_\_

## Suggestion Cover Form

“Thinking Outside of the Box”

Suggestion Reference Number: \_\_\_\_\_

### Employee Innovation Program

**Name:** \_\_\_\_\_ **Division:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Office Location:** \_\_\_\_\_  
Address City/County Zip Code

**My suggestion/innovation would result in:**

- **Monetary savings to the Department or the State** \_\_\_\_\_
- **Increased Revenue to the Department or the State** \_\_\_\_\_
- **Significant quality of services delivered to the public** \_\_\_\_\_
- **Significant benefits in time, cost or efficiency to the Department or the State** \_\_\_\_\_

My suggestion/innovation is for evaluation by the \_\_\_\_\_ Unit/Division

Description of suggestion/innovation: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**\*\*Attach a detailed narrative of the suggestion, how the suggestion meets the results criteria, and an implementation plan. Please include charts, graphics, operational procedures, statistics, costs, expenses, monetary savings, and other documents to support the suggestion.**

Submitted by: \_\_\_\_\_  
Employee Name Classification Location Date

Received by OCRD \_\_\_\_\_  
Name Log Date

Suggestion Reference Number: \_\_\_\_\_

Suggestion has merit and is forwarded to appropriate unit for evaluation

Forwarded to : \_\_\_\_\_  
Name Unit/Division/Title Date

Suggestion not accepted for Exceptional Merit (Explanation Attached)

Evaluator: \_\_\_\_\_  
Signature Date

Suggestion accepted for Exceptional Merit Award

Evaluator: \_\_\_\_\_  
Signature Date

**Office of Community Resource Development  
DJS Headquarters  
120 West. Fayette Street  
Baltimore, Maryland 21201**